



DEPARTMENT OF THE NAVY

COMMANDING OFFICER  
NAVAL AIR STATION  
700 AVENGER AVENUE  
LEMOORE, CALIFORNIA 93248-5001

NASLEMINST 5354.1G CH-1  
064

23 JUN 1995

NAS LEMOORE INSTRUCTION 5354.1G CHANGE TRANSMITTAL 1

From: Commanding Officer, Naval Air Station, Lemoore

Subj: COMMAND MANAGED EQUAL OPPORTUNITY (CMEQ)

Encl: (1) Revised Enclosure (3)  
(2) Revised Enclosure (4)  
(3) Revised Enclosure (5) (pages 3-6)

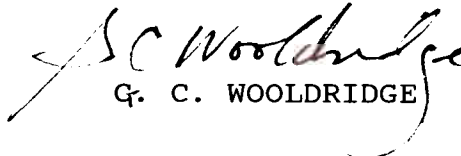
1. Purpose. To issue page changes to the basic instruction.

2. Action

a. Remove enclosure (3) of the basic instruction and insert revised enclosure (1) of this change transmittal.

b. Remove enclosure (4) of the basic instruction and insert revised enclosure (2) of this change transmittal.

c. Remove pages 3 and 4 of enclosure (5) of the basic instruction and insert enclosure (3) of this change transmittal.

  
G. C. WOOLDRIDGE

Distribution: (NASLEMINST 5215.2U)  
List B



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### NAS LEMOORE INSTRUCTION 5354.1G

From: Commanding Officer, Naval Air Station, Lemoore

Subj: COMMAND MANAGED EQUAL OPPORTUNITY (CMEO)

Ref: (a) OPNAVINST 5354.1C  
(b) CINCPACFLTINST 5300.3F  
(c) COMNAVAIRPACINST 5354.5B

Encl: (1) Command Self Assessment Guide  
(2) Command Self Assessment Tools  
(3) Advancement Data Report  
(4) Discipline Data Report  
(5) Retention Data Report  
(6) Awards Data Report (By Race/Ethnicity)  
(7) Awards Data Report (By Paygrade)  
(8) Demographic Data Report

1. Purpose. To provide guidance for conduct of Command Managed Equal Opportunity (CMEO) within Naval Air Station Lemoore.

2. Cancellation. NASLEMINST 5354.1F

3. Discussion. CMEO, as set forth in reference (a), emphasizes the chain of command's responsibility for command environment and constitutes requirements for identifying, assessing and resolving equal opportunity issues within commands. All personnel in the chain of command have a responsibility to ensure equal opportunity and treatment in all areas, including: training, promotion, job assignment, retention, military justice and personal services. Additionally, CMEO is an inspection item on the biennial Commander Naval Air Force, U.S. Pacific Fleet (COMNAVAIRPAC) inspection and will be reviewed using criteria in enclosure (1). References (a) through (c) direct individual commands to assess and respond to its equal opportunity environment. CMEO requires a Command Training Team (CTT) trained to conduct Navy Rights & Responsibilities (NR&R) workshops for all personnel, a Command Assessment Team (CAT) trained to collect and analyze command climate information for presentation to the Commanding Officer and an Action Planning Process to address identified issues and/or potential problem areas.

4. Policy. It is the policy of Naval Air Station Lemoore to conduct all its affairs free from discrimination and sexual harassment. This command is committed to a program of aggressive

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action to achieve and maintain equal opportunity and treatment for all personnel. We must ensure that the work place is free of discrimination, sexual harassment, and reprisals against individuals who submit valid grievances. Any person(s) found guilty of discrimination or sexual harassment toward any military member or DOD civilian employee will be swiftly dealt with accordingly. All Naval Air Station Lemoore personnel are expected to support this policy. This not only includes refraining from practicing prohibitive behavior but actively countering and reporting such actions promptly. Equal Opportunity is an everyday issue which makes it crucial to our mission accomplishment and we all must strive to maintain it for the good of NAS Lemoore and the Navy.

## 5. Action

a. Command Training Team (CTT). Per references (a) and (c), CTT minimum size will be four members in paygrades E-6 and above. CTT members will be designated in writing by the Commanding Officer. Documentation of Navy Rights and Responsibilities workshop training and completion of the Navy Equal Opportunity correspondence course (NAVEDTRA 13099-D) must be reflected in each CTT member's service record.

(1) CTT members are responsible to ensure all command personnel, officer and enlisted, have attended the Navy Rights and Responsibilities workshop training within 90 days of reporting and ensuring training is documented in the personnel service records.

(2) CTT members will assist CAT members as required to include providing critique sheets at the conclusion of NR&R workshops for data gathering purposes and assessment by the CAT.

(3) Responsible for holding an annual all-hands NR&R workshop which shall include sexual harassment prevention training. This workshop should be held in conjunction with the command assessment.

b. Command Assessment Team (CAT). The CAT consists of command personnel trained to plan, conduct and analyze the data collected for a command assessment. These members consist of a cross-section of the command in terms of paygrade, gender, race and department. Regardless of the composition, the ultimate responsibility for CAT effectiveness remains with the Commanding Officer. CAT mandatory membership will include Executive Officer, Air Operations Officer, Command Master Chief, Command Career Counselor and Legal Officer. Remaining CAT members will be provided by each department/special assistant as appropriate.

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(1) Utilizing the tools outlined in enclosure (2) in addition to other pertinent data, the CAT will collect and evaluate command climate data semi-annually. Upon proper evaluation, the CAT will recommend the amount of change required and/or desired to the Commanding Officer.

(2) All CAT members must complete the Navy Equal Opportunity correspondence course (NAVEDTRA 13099-D) within three months of assignment to the CAT.

(3) CAT meetings will convene quarterly during the months of January, April, July and October or when necessary.

(4) The CAT will complete an annual command assessment no later than 30 September and maintain all results and supporting documentation on file for at least 36 months.

(5) Repeat formal training if member has not performed in the capacity of CAT member in excess of 24 months.

(6) The CAT will ensure all command member's service records accurately reflect training completed.

c. CMEO Coordinator. NAS Lemoore will appoint a CMEO Coordinator (E-7 or above) to oversee all elements of the CMEO program. To ensure program continuity, the individual selected shall serve as CMEO Coordinator for a minimum of 12 months. Prior to assuming this duty, CMEO Coordinators will complete the following:

(1) NAVEDTRA 13099-D (Equal Opportunity in the Navy)

(2) (CTT) Indoctrination Course (P-050-001)

(3) (CAT) Indoctrination Course (P-050-002)

(4) Familiarization with all pertinent EO instructions and references. The CMEO Coordinator shall ensure all instructions/messages and references concerning Command Management Equal Opportunity are kept current.

6. Command Assessment. A critical element to the ultimate effectiveness and success of a command's CMEO program is the ability of the command to accurately assess current Equal Opportunity (EO) climate. The assessment focuses on the treatment and achievements of individuals, overall effectiveness of the command EO programs, and the follow-up actions on previously identified EO issues. The assessment uses command demographic information which includes objective data sources

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(command records) as well as subjective data sources (interviews and observations) which identify perceptions and behaviors evident in the objective data sources.

7. Data Sources. Data reports, enclosures (3) through (8), shall be collected, updated and reviewed as follows:

a. Advancement Data. Shall be collected by the Military Personnel Liaison Office, maintained and forwarded to the CMEC Coordinator upon request. Data collection should coincide with navy-wide advancement results timeframe as much as possible.

b. Discipline Data. Shall be collected by the Station Judge Advocate, maintained and forwarded to the CMEC Coordinator upon request.

c. Retention Data. Shall be collected by the Command Career Counselor, maintained and forwarded to the CMEC Coordinator upon request.

d. Demographic Data. Shall be collected by all departments/special assistants and forwarded to the CMEC Coordinator every six months and/or as required.

8. Action Planning. Once command specific issues are identified, a systematic approach to address the problem area(s) shall be employed by the CAT. This requires the CAT to define and analyze the problem area(s), generate and evaluate courses of action, and recommend to the Commanding Officer the most appropriate courses of action. The selected courses of action are then developed into Plans of Actions and Milestones (POA&M) and are to be monitored for effectiveness by the CAT.

9. Navy Grievance Procedures. One of the most important aspects of the CMEC Program and one which requires constant attention on the part of the Commanding Officer is the process whereby complaints of discrimination are considered and acted upon by the chain of command. Taking firm, positive action in cases of valid complaints lends credibility to the Commanding Officer's stated commitment to justice and equality of treatment for all NAS Lemoore personnel. Specific guidelines and assistance in processing discrimination complaints will be provided by the CMEC Coordinator.

10. Prevention of Sexual Harassment. All Navy personnel have a responsibility to maintain an environment free of sexual harassment. Supervisors at every level must take prompt and decisive action when infractions of sexual harassment occur and keep lines of communication open so sexual harassment will not go unreported.

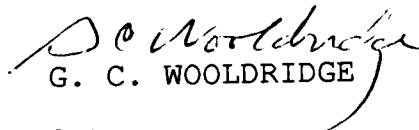
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a. Specific guidelines and assistance in processing sexual harassment complaints will be provided by the CMEC Coordinator.

b. Sexual harassment training will be held annually during the NR&R Command Specific Workshop by the CTT and properly recorded via BUPERS 1070/613 for each attendee.

11. Incident Handling and Reporting. The sensitivity of situations with overtones of discrimination (including sexual harassment) requires that the chain of command be kept informed. Commanding officers/officers in charge shall report incidents, confrontations, or developing adverse situations with overtones of discrimination (including sexual harassment) directly by Unit Situation Report (UNIT SITREP) message using the format prescribed in reference (b). OPREP-3 Navy Blue report shall be used per guidance provided in reference (a) and may be required in other cases as determined by the Commanding Officer. The classification of an incident as either minor or serious must be tempered by the Commanding Officer's judgment since all factors may not be immediately determinable. Additional classification and reporting criteria for incidents is provided in references (a) and (b).

12. Forms. NAVPERS 1070/613 (10/81), Administrative Remarks may be obtained from Serv-Mart.

  
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COMMAND SELF ASSESSMENT GUIDE

The checklist below provides an objective evaluation of a command's compliance with OPNAV/COMNAVAIRPAC CME0 requirements. No presumption is made that these questions cover every aspect of equal opportunity. Further, it is realized that, as always, initiative and imagination will be required to solve unusual leadership problems.

- |  | YES | NO  |
|--|-----|-----|
| 1. <u>Command Training Team (CTT):</u>   |     |     |
| a. Are CTT members formally designated and trained? Is training documented?  | --- | --- |
| b. Have CTT members completed the EO correspondence course (NAVEDTRA 13099-D) within 90 days of being assigned to the CTT?                                       | --- | --- |
| c. Does CTT membership meet minimum requirements for size of command? (Also for commands with 200 or more personnel, two CTT members must be E-7 or above)       | --- | --- |
| 2. <u>NR&amp;R Workshops:</u>  |     |     |
| a. Is the command conducting NR&R Workshops for all newly reporting personnel, both officer and enlisted, within 90 days of reporting?                           | --- | --- |
| b. Are all NR&R topics presented as outlined in CNET-developed NR&R Workshop Course?   | --- | --- |
| c. Are NR&R critique sheets used?  | --- | --- |
| d. Is the command conducting annual NR&R "Command specific" Workshops for all hands?   | --- | --- |
| 3. <u>Command Assessment Team (CAT):</u>   |     |     |
| a. Are CAT members formally designated and trained? Is training documented?  | --- | --- |
| b. Have CAT members completed the EO correspondence course within 90 days of being assigned to the CAT.  | --- | --- |
| c. Does CAT membership meet minimum requirements? (Executive Officer, one department head, Command Master Chief, CME0 Coordinator, cross-section of the command) | --- | --- |

Encl (1)

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YES NO

d. Does the command maintain, at a minimum: retention, advancement, discipline and award demographics by race, gender, paygrade and department? Is the data updated at least annually?

--- ---

e. Is the command conducting annual command assessments? Do the assessments contain the following:

--- ---

(1) Command demographics data reduction sheets on demographics, retention, advancement, discipline and awards?

--- ---

(2) Survey copy to include, as a minimum: retention, advancement, discipline and awards? Data reduction sheets for self-generated survey?

--- ---

(3) Interview data reduction sheets?

--- ---

(4) Observations data reduction sheets?

--- ---

(5) Data matrix?

--- ---

(6) Assessment findings and recommendations?

--- ---

(7) Summary of actions taken/completed in reference to the previous year's assessment POA&M?

--- ---

f. POA&M for current assessment?

--- ---

g. Satisfactory progress on current POA&M issues?

--- ---

#### 4. Policies and Procedures:

a. Has the Commanding Officer published a written policy statement on his/her policies on Equal Opportunity, prevention of sexual harassment and zero tolerance for reprisals against individuals who submit grievances?

--- ---

b. Is the Navy's grievance procedures poster prominently displayed and is emphasis placed on solving problems through the chain of command?

--- ---

c. Does the command maintain data and disposition files on discrimination/sexual harassment complaints?

--- ---

d. Does the command properly report racial and sexual harassment incidents via OPREP/UNIT SITREPS?

--- ---



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YES NO

e. Are minorities and women being included in the composition of all boards, councils, and committees to the maximum extent practical? --- ---

5. CMEO Coordinator:

a. Does the command have a CMEO Coordinator (E-7 or above) identified in the command 1301 instruction? --- ---

b. Did the CMEO Coordinator complete the following training prior to assuming his/her duties:

(1) Complete EO correspondence course? --- ---

(2) Complete CTT Indoctrination Course? --- ---

(3) Complete CAT Indoctrination Course? --- ---

(4) Familiarization with this instruction and references? --- ---

c. Does the CMEO Coordinator maintain current all instructions/messages concerning CMEO; including all references? --- ---

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## TOOLS FOR COMMAND ASSESSMENT

Command Records: These include but are not limited to:  
Command awards data files  
Command advancement data files  
Unit punishment log  
Discrimination/sexual harassment files  
Career Counselor retention files  
Officer/Enlisted service records

Interviews: This is a valuable tool to learn what command members perceive to be problem areas.

Surveys: The Command Assessment Team (CAT) is responsible for designing a survey to specifically meet the needs of the command.

Demographic Reports: The primary tool used by the CAT is the semi-annual demographics which are categorized by race/ethnic group, paygrade, and gender. These departmental reports shall be maintained by the command for a minimum of 36 months. The following depicts the members responsible for promulgating the semi-annual demographic reports:

<u>Report</u>	<u>Responsibility</u>	<u>Example</u>
Advancement Data	NAS MPLO Section	Encl (2)
Retention Data	NAS Career Counsellor	Encl (3)
Discipline Data	NAS Station JAG	Encl (4)
Demographic Data	All NAS departments	Encl (5)
Awards Data	All NAS departments	Encl (6), (7)

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# Command Advancement Data

## Paygrade E-1 to E-3

### Reduction Sheet

Race Gender	Personnel Recommended	Personnel Advanced			
White					
Male					
Female					
Black					
Male					
Female					
Hispanic					
Male					
Female					
Asian pacific Islander					
Male					
Female					
American Indian Alaskan Native					
Male					
Female					
Other					
Male					
Female					
<b>Total</b>					

1999

# Command Advancement Data

## Paygrade E-4

### Reduction Sheet

Race Gender	Personnel Recommended	Personnel Advanced	PNA	Personnel Who Failed	
White					
Male					
Female					
Black					
Male					
Female					
Hispanic					
Male					
Female					
Asian Pacific Islander					
Male					
Female					
American Indian Alaskan Native					
Male					
Female					
Other					
Male					
Female					
<b>Total</b>					

# Command Advancement Data Paygrade E-5 Reduction Sheet

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Race Gender	Personnel Recommended	Personnel Advanced	PNA	Personnel Who Failed	
White					
Male					
Female					
Black					
Male					
Female					
Hispanic					
Male					
Female					
Asian pacific Islander					
Male					
Female					
American Indian Alaskan Native					
Male					
Female					
Other					
Male					
Female					
<b>Total</b>					

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# Command Advancement Data Paygrade E-6 Reduction Sheet

Race Gender	Personnel Recommended	Personnel Advanced	PNA	Personnel Who Failed		
White						
Male						
Female						
Black						
Male						
Female						
Hispanic						
Male						
Female						
Asian pacific Islander						
Male						
Female						
American Indian Alaskan Native						
Male						
Female						
Other						
Male						
Female						
<b>Total</b>						

# Command Advancement Data

## Paygrade E-7 & E-8

### Reduction Sheet

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Race Gender	Personnel Recommended	Selected	Early Y/N	Not Selected	
White					
Male					
Female					
Black					
Male					
Female					
Hispanic					
Male					
Female					
Asian pacific Islander					
Male					
Female					
American Indian Alaskan Native					
Male					
Female					
Other					
Male					
Female					
<b>Total</b>					



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# Command Discipline Data

## Paygrade E-1 to E-3

### Reduction Sheet

Race Gender	Placed on Report	Screened By XO	Dismissed by XO	Referred to NJP	Number Dismissed	Number Punished	Referred to Court- Martial
White							
Male							
Female							
Black							
Male							
Female							
Hispanic							
Male							
Female							
Asian pacific Islander							
Male							
Female							
American Indian Alaskan Native							
Male							
Female							
Other							
Male							
Female							
<b>Total</b>							

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# Command Discipline Data

## Paygrade E-4 to E-6

### Reduction Sheet

Race Gender	Placed on Report	Screened By XO	Dismissed by XO	Referred to NJP	Number Dismissed	Number Punished	Referred to Court- Martial
White							
Male							
Female							
Black							
Male							
Female							
Hispanic							
Male							
Female							
Asian pacific Islander							
Male							
Female							
American Indian Alaskan Native							
Male							
Female							
Other							
Male							
Female							
<b>Total</b>							

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# Command Discipline Data

## Paygrade E-7 to E-9

### Reduction Sheet

Race Gender	Placed on Report	Screened By XO	Dismissed by XO	Referred to NJP	Number Dismissed	Number Punished	Referred to Court- Martial
White							
Male							
Female							
Black							
Male							
Female							
Hispanic							
Male							
Female							
Asian pacific Islander							
Male							
Female							
American Indian Alaskan Native							
Male							
Female							
Other							
Male							
Female							
<b>Total</b>							

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# Command Retention Data

## FIRST TERM PAYGRADE E-1 & E-3

### Reduction Sheet

Race Gender	Eligible to Reenlist	Ineligible to reenlist	Reenlisted	Separated / Discharged			
				RE-1	RE-2	RE-3	RE-4
White							
Male							
Female							
Black							
Male							
Female							
Hispanic							
Male							
Female							
Asian Pacific Islander							
Male							
Female							
American Indian Alaskan Native							
Male							
Female							
Other							
Male							
Female							
<b>Total</b>							

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# Command Retention Data

## FIRST TERM PAYGRADE E-4 & E-6

### Reduction Sheet

Race Gender	Eligible to Reenlist	Ineligible to reenlist	Reenlisted	Separated / Discharged			
				RE-1	RE-2	RE-3	RE-4
White							
Male							
Female							
Black							
Male							
Female							
Hispanic							
Male							
Female							
Asian Pacific Islander							
Male							
Female							
American Indian Alaskan Native							
Male							
Female							
Other							
Male							
Female							
<b>Total</b>							

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# Command Retention Data

## 2ND Term Paygrade E-4- E-6

### Reduction Sheet

Race Gender	Eligible to Reenlist	Ineligible to Reenlist	Reenlisted	Seperated/Discharged RE-1 RE-2 RE-3 RE-4
White				
Male				
Female				
Black				
Male				
Female				
Hispanic				
Male				
Female				
Asian pacific Islander				
Male				
Female				
American Indian Alaskan Native				
Male				
Female				
Other				
Male				
Female				
<b>Total</b>				

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# Command Retention Data

## Career Paygrade E-5 - E-6

### Reduction Sheet

Race Gender	Eligible to Reenlist	Ineligible to Reenlist	Reenlisted	Seperated/Discharged RE-1 RE-2 RE-3 RE-4
White				
Male				
Female				
Black				
Male				
Female				
Hispanic				
Male				
Female				
Asian pacific Islander				
Male				
Female				
American Indian Alaskan Native				
Male				
Female				
Other				
Male				
Female				
<b>Total</b>				



# Command Retention Data

## 2ND Term Paygrade E-7 - E-9

### Reduction Sheet

Race Gender	Eligible to Reenlist	Ineligible to Reenlist	Reenlisted	Seperated/Discharged RE-1 RE-2 RE-3 RE-4
white				
Male				
Female				
Black				
Male				
Female				
Hispanic				
Male				
Female				
Asian pacific Islander				
Male				
Female				
American Indian Alaskan Native				
Male				
Female				
Other				
Male				
Female				
<b>Total</b>				

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# Command Retention Data

## Career Paygrade E-7 - E-9

### Reduction Sheet

Race Gender	Eligible to Reenlist	Ineligible to Reenlist	Reenlisted	Seperated/Discharged RE-1 RE-2 RE-3 RE-4	
White					
Male					
Female					
Black					
Male					
Female					
Hispanic					
Male					
Female					
Asian pacific Islander					
Male					
Female					
American Indian Alaskan Native					
Male					
Female					
Other					
Male					
Female					
<b>Total</b>					

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# Command Awards Data

BY RACE/ETHNICITY

## Reduction Sheet

Race Gender	Letter of APPRECIATION	Letter of COMMENDATION	N.A.M.	SOY	SOQ	OTHER
White						
Male						
Female						
Black						
Male						
Female						
Hispanic						
Male						
Female						
Asian Pacific Islander						
Male						
Female						
American Indian Alaskan Native						
Male						
Female						
Other						
Male						
Female						
<b>Total</b>						

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# Command Awards Data

BY PAYGRADE

## Reduction Sheet

PAYGRADE	Letter of APPRECIATION	Letter of COMMENDATION	N.A.M.	SOY	SOQ	OTHER
E-1						
E-2						
E-3						
E-4						
E-5						
E-6						
E-7						
E-8						
E-9						
W-2						
W-3						
W-4						
O-1						
O-2						
O-3						
O-4						
O-5						
O-6						
<b>Total</b>						

COMMAND DEMOGRAPHIC DATA REDUCTION SHEET									
Race Gender	E-1 E-2 E-3	E-4 E-5 E-6	E-7 E-8 E-9	W-2 W-3 W-4	O-1 O-2 O-3	O-4 O-5 O-6	TOTAL		
White									
Male									
Female									
Black									
Male									
Female									
Hispanic									
Male									
Female									
Asian Pacific Islander									
Male									
Female									
Amer. Indian Alaskan Native									
Male									
Female									
Other									
Male									
Female									
TOTAL									